

Strengthening human rights-related United Nations action at country level
National human rights promotion and protection systems

Plan of Action

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Executive Summary

This Plan of Action has been prepared pursuant to the Secretary-General's report *Strengthening of the United Nations: an agenda for further change* (A/57/387) and General Assembly resolution 57/300. Its main goal is to develop the capacity of United Nations humanitarian and development operations, so that they can support the efforts of Member States in establishing and strengthening national human rights promotion and protection systems consistent with international human rights norms and principles. The Plan of Action draws on the experience in human rights work of UN agencies and inter-agency mechanisms. It has a three-year time frame, from 2004 to 2006.

UN country teams are crucial entry points and vehicles for implementation of this Plan, which should allow Member States to benefit from enhanced complementarity and effectiveness of human rights assistance tailored to their needs and requests. The Plan's underlying strategy is, therefore, to build the capacity of UN country teams. Under the leadership of the Resident/Humanitarian Coordinator (RC/HC), training, assessment of needs, sharing of information, and cooperative programming arrangements are foreseen. Thematic groups or similar organizational arrangements, as appropriate, will be established to facilitate implementation of these activities, and reporting on progress will take place through the Annual Report of the RC/HC.

UNDG, ECHA and OHCHR share the responsibility for the implementation of this Plan and will establish a tripartite system to monitor its overall progress. UNDG's and ECHA's tasks include developing the inter-agency policy framework for the activities envisaged in the Plan; taking the lead role in ensuring the integration of human rights in development and humanitarian programming; and monitoring progress of the Plan within UN country teams. In cooperation with UNDG and ECHA, OHCHR will strengthen its support to UN country teams by: placing OHCHR human rights advisers as members of UN country teams; increasingly providing technical assistance through UN cooperative arrangements; facilitating consideration of human rights issues during the preparation of CCA/UNDAF and CAP/CHAP, including cooperating in training; providing consolidated information from the international human rights system; facilitating interaction between UN country teams and the UN human rights system; and sharing knowledge on human rights by developing methodological tools, educational services and publications.

The activities under this Plan of Action will be funded through extrabudgetary resources.

Assessment of the implementation of this Plan of Action will take place through an external evaluation in 2006. The results will be presented to the Secretary-General.

**Strengthening human rights-related United Nations action at country level:
*National human rights promotion and protection systems***

Plan of Action

“Supporting human rights at the country level

50. In paragraphs 25 and 26 of the Millennium Declaration, Member States resolved to strengthen their capacity at the country level to implement the principles and practices of human rights, including minority rights, the rights of women, the rights of children and the rights of migrants. Building strong human rights institutions at the country level is what in the long run will ensure that human rights are protected and advanced in a sustained manner. The emplacement or enhancement of a national protection system in each country, reflecting international human rights norms, should therefore be a principal objective of the Organization. These activities are especially important in countries emerging from conflict.

51. In order to achieve these goals, the Office of the United Nations High Commissioner for Human Rights has begun to work through the resident coordinator system to ensure that human rights are incorporated into country level analysis, planning and programme implementation. United Nations country teams – including United Nations funds and programmes, the specialized agencies and the World Bank – need access to information, analysis and examples of how to include human rights in country programmes. The Office of the High Commissioner must have the capacity to train country teams, access and disseminate best practice, and develop monitoring mechanisms for measuring the impact of its human rights programming. To avoid duplications and ensure the best use of resources, the High Commissioner will need to draw upon the support of partner institutions to the maximum extent possible while maintaining a capacity to deploy the Office’s own staff when necessary.

Action 2. The United Nations High Commissioner for Human Rights will develop and implement a plan, in cooperation with the United Nations Development Group and the Executive Committee for Humanitarian Affairs, to strengthen human rights-related United Nations actions at the country level.”

United Nations Secretary-General, Kofi Annan (A/57/387)

I. The Plan of Action

1. This Plan of Action has been prepared pursuant to the Secretary-General's report *Strengthening of the United Nations: an agenda for further change* (A/57/387). In line with General Assembly resolution 57/300, the Plan of Action aims to strengthen national human rights promotion and protection systems through enhanced inter-agency coordination and support to UN country teams in providing such assistance to interested Member States. As such, the international protection mandate of the United Nations will continue to be carried out by the UN human rights mechanisms and agencies holding such mandates. The Plan of Action draws on the experience in human rights work of agencies and inter-agency mechanisms, such as UN country teams, UNDG and ECHA, especially with regard to cooperation with Member States. It builds on the progress achieved in integrating human rights throughout the United Nations system, as envisaged by the 1997 report of the Secretary-General on reform, including the UNDG process to mainstream a human rights-based approach into development cooperation and mainstreaming of human rights in the CAP process.

2. The time frame of the proposed Plan of Action is three years: 2004-2006.

II. Promotion and protection of human rights at country level

A. National human rights promotion and protection systems

3. All human rights are universal, indivisible, interdependent and interrelated. The full, effective and efficient implementation of civil, cultural, economic, political and social rights – including the right to development – at the country level is the ultimate goal of the United Nations human rights programme. The complementarity and mutually reinforcing nature of human rights and human development are widely acknowledged. As stated in the UNDP Human Development Report 2000, “human rights and human development share the same goal and the same objectives: to ensure the well being and the fundamental freedoms of all people around the world”. This concept is also captured by the right to development, which is defined as an inalienable human right by virtue of which every human person and all peoples are entitled to participate in, contribute to, and enjoy economic, social, cultural, and political development.

4. Building strong national human rights promotion and protection systems is at the core of the Secretary-General's report, where it is identified as a principal objective of the United Nations. Such systems may vary according to the situation in which a Member State finds itself and the human rights challenges it faces. However, some elements can be identified as fundamental to such a system:

- (a) a constitutional and/or legislative human rights framework which reflects international human rights standards;
- (b) institutions to promote and protect human rights;

- (c) procedures ensuring effective implementation, including avenues of redress for human rights holders.

5. It should also be recognized that many countries where the United Nations is undertaking human rights activities are either countries in transition or countries in conflict or post-conflict situations. This implies that either a political or peacekeeping mission may be present to undertake inter alia human rights activities according to mandates provided by the UN General Assembly or the Security Council. To ensure coordination in implementation of human rights mandates of peacekeeping operations, DPKO and OHCHR have signed a joint Memorandum of Understanding (MOU). Special procedures have also been established by the Commission on Human Rights to look into the human rights situation within some countries. The human rights work of the UN country teams and peacebuilding offices or peacekeeping missions should benefit from close cooperation between them.

6. Effective national human rights promotion and protection systems require public policies guided by human rights principles and norms and designed to ensure enjoyment of human rights by all people. They also require a certain level of knowledge of human rights on the part of State officials and rights holders and thus human rights information and education. Adequate resources are essential to the effectiveness of such systems.

B. Development of national systems

7. Since respect for human rights is central to the legitimacy of the State order, human rights should be nurtured locally by branches of government, national human rights institutions and civil society. Primary responsibility for the implementation of human rights at the national level is directly linked to national ownership of human rights promotion and protection systems. Human rights promotion and protection systems must be grounded in the national experience and diversity, and this inevitably leads to variations in institutional settings and procedures at the national level. National systems cannot simply be imported from outside. At the same time, as emphasized in the Vienna Declaration and Programme of Action, “while the significance of national and regional peculiarities and various historical, cultural and religious backgrounds must be borne in mind, it is the duty of States, regardless of their political, economic and cultural systems, to promote and protect all human rights and fundamental freedoms”.

C. National responsibilities

8. Under the Charter of the United Nations, Member States committed themselves to promote and protect human rights at the national level and to cooperate to that end at the international level. The Universal Declaration of Human Rights delineates those rights, while the seven core international human rights treaties (of which all States have accepted at least one) and other international treaties impose legal obligations on States parties to implement human rights. The Vienna Declaration and Programme of Action reaffirms that “the promotion and protection of human rights is the first responsibility of Governments”. In the United Nations Millennium Declaration, Member States pledged “respect for human rights and fundamental freedoms, respect for the equal rights of all

without distinction as to race, sex, language or religion and international cooperation in solving international problems of an economic, social, cultural or humanitarian character”. They further resolved to strengthen their capacity at the country level to implement the principles and practices of human rights, including minority rights, the rights of women and girls, the rights of the child and the rights of migrants.

D. Our collective responsibilities

9. The Millennium Declaration, while committing to making the right to development a reality for everyone and to freeing the human race from want, resolved to create an environment – at the national and global levels – which is conducive to development and to the elimination of poverty. To this end, the Declaration committed to promoting democracy and strengthening the rule of law, as well as respect for internationally recognized human rights and fundamental freedoms.

10. Prior to this, the 1993 World Conference on Human Rights in Vienna, and resolutions of the General Assembly and the Commission on Human Rights, called upon the United Nations to offer, at the request of Governments concerned, programmes to assist in reforming national legislation, in establishing and/or strengthening national institutions and related structures to uphold human rights, the rule of law and democracy, in providing electoral assistance and in promoting human rights awareness through training, teaching and education, popular participation and the involvement of a vibrant civil society. The World Conference strongly recommended that a comprehensive programme be established within the United Nations. The crucial nexus between democracy, development and respect for all human rights, reaffirmed by the Vienna Conference and other global conferences, should inform any such programme as well as all other human rights-related United Nations activities. Furthermore, as emphasized by both the Vienna Declaration and Programme of Action and the Millennium Declaration, priority attention is required to ensure the promotion and protection of the human rights of women, children, minorities and other vulnerable and marginalized groups.

11. The Secretary-General’s reform programme launched in 1997 called for the integration of human rights throughout the United Nations system and the development of practical tools to implement the Vienna blueprint. Several United Nations agencies and programmes have, as a result, advanced their human rights policies and activities. In parallel, the decision to streamline country operations by designating Resident Coordinators to head country teams and the launching of inter-agency analysis and assistance frameworks has provided a vehicle to integrate the work conducted by different agencies on human rights-related issues.

III. The objectives of the Plan

A. The goal

12. In his second reform report, the Secretary-General reiterated that the promotion and protection of human rights constitutes “*a bedrock requirement for the realization of the Charter’s vision of a just and peaceful world*”.

13. Towards this end, the main goal of this Plan is therefore to develop the capacity of the United Nations humanitarian and development operations so that they can support the efforts of Member States in establishing and strengthening national human rights promotion and protection systems consistent with international human rights norms and principles, including their integration in development and humanitarian processes.

14. The implementation of the Plan of Action should enable the UN country teams to offer interested Member States an increasingly functional, relevant and effective programme of assistance through cooperative efforts by UN agencies and programmes.

B. *The specific objectives*

15. To achieve this goal, the Plan of Action sets the following objectives during its three-year time frame, 2004-2006:

(a) UN country teams will have internalized the fundamental nature of human rights to their mission as well as its implications for their humanitarian and development activities.

Outcomes

a.1 Common understanding will be developed of the linkages, at the conceptual, legal and policy levels, between human rights and development/humanitarian actions.

a.2 Thematic groups or other appropriate mechanisms to deal with human rights issues, as required, will be established in each country team.

a.3 Operationally oriented and user-friendly methodological tools for knowledge-sharing and capacity-building will be available to UN country teams and their national counterparts.

(b) UN country assistance frameworks in development and humanitarian circumstances will systematically build upon human rights norms and principles in their analysis, programming and implementation.

Outcomes

b.1 CCA/UNDAF and CAP/CHAP undertaken during the three-year period will have systematically integrated human rights.

b.2 UN country teams will be actively promoting the integration of human rights in the PRSP process, MDG reporting and other national planning instruments.

b.3 UNDG and the humanitarian agencies' coordinating mechanisms at regional and headquarters levels will have effectively provided policy guidance to UN country teams with regard to the promotion and protection of human rights, complementing policy guidance issued by the cooperating agencies to their field offices under their respective mandates.

b.4 UN agencies will have developed cooperative programming arrangements, including where appropriate joint programming arrangements as agreed by UNDG, to support national efforts to: (i) develop the culture for human rights, including through human rights education; (ii) establish and strengthen the rule of law at the national level, including the protection of human rights; (iii) enhance the realization of the rights of vulnerable and marginalized groups; (iv) monitor and report on the adherence by all parties to international human rights and humanitarian law.

(c) Observations and recommendations of the treaty monitoring bodies of human rights conventions of the United Nations system, as well as of the special procedures of the Commission on Human Rights, will be taken into account in UN action at the country level.

Outcomes

c.1 Ratification of the seven principal human rights treaties and other relevant international treaties will be encouraged.

c.2 Outputs of these bodies will be taken into account in UN action at the country level.

c.3 Input and recommendations suggested by the UN agencies and country teams, as appropriate, will inform the debate, concluding observations and recommendations of the treaty monitoring bodies and the special procedures.

IV. Implementation strategy

A. Basic approach

16. The Plan of Action focuses on developing the capacity of UN country teams to strengthen national human rights promotion and protection systems, as they are best placed to provide assistance tailored to national needs. The implementation of the Plan will be based upon the principles of national ownership and participation. Activities will be carried out in close collaboration with national authorities.

17. A number of UN agencies, funds and programmes participate in strengthening national institutions and human rights promotion and protection systems, and their work has achieved a number of important results. The underlying strategy of this Plan of

Action is to learn from and develop this experience and practice, while strengthening the consistency of message and effective cooperation of the UN system with regard to human rights at the national level. In doing so, due attention will be paid to the specific mandates of agencies and bodies so as to minimize duplication and enhance complementary programmes at the national level and rational use of resources.

B. *Entry points*

18. Building on the work of agencies, the Secretary-General's report encourages further incorporation of human rights issues and considerations in country-level analysis, planning and programme implementation. It calls for emphasis on UN country teams and integrated assistance frameworks, MDG-driven CCA/UNDAF or the Consolidated Appeal Process (CAP)/Common Humanitarian Action Plan (CHAP), through which the entire UN system is streamlining its operations in support of Member States.

19. This Plan of Action recognizes UN country teams as entry points, which should allow Member States to benefit from assistance tailored to their needs and requests. The Plan also follows the trend towards decentralized support to UN country teams. It is vital, therefore, that different parts of the UN system have a common understanding country by country of where assistance to national human rights promotion and protection systems can be helpful, and that they coordinate and rationalize their efforts.

20. The preparation and implementation of the CCA/UNDAF, MDG reports and CAP/CHAP will serve as conduits to support UN country teams' analytical and programmatic activities relating to human rights. They should include components on human rights capacity-building, envisaging coordinated/integrated inter-agency programmes, including joint or collaborative programming modalities as appropriate within the frameworks agreed by UNDG, relating to the judiciary, national human rights institutions, and relevant activities, as appropriate, for establishing and strengthening of the rule of law, enhancing the realization of the rights of vulnerable and marginalized groups, and developing the culture of human rights, including human rights education. The CAP has fully mainstreamed human rights in all its training and technical guidelines to country teams, and human rights are prominent in every CHAP. This vastly improved system for inter-agency cooperation in humanitarian and development operations, therefore, presents excellent opportunities to integrate UN human rights activities in the field and improve their effectiveness.

V. Developing the capacity of UN country teams

21. Crucial for achievement of the objectives of this Plan is the capacity of the UN country teams to integrate human rights in their operational activities. Considerable progress has been achieved in this regard in recent years, as evident from an increasing number of CCA/UNDAFs and, to a lesser extent, contributions to PRSPs and MDG

reports that have incorporated human rights. However, the UN country teams would need to develop further understanding and awareness of human rights, engage actively and share their experience in integrating human rights in their activities and in the development of methods and approaches in this work.

22. To facilitate and encourage the work of UN country teams in this regard, the following activities will be undertaken under the leadership of the Resident/Humanitarian Coordinator:

(a) As decided by the UN country team, a mapping exercise may be conducted within the team to assess its human rights-related capacities, experience and demands for integrating human rights into development and humanitarian activities. This will facilitate the definition of country-driven activities to be undertaken under the Plan.

(b) Each UN country team will establish a thematic group on human rights or some similar organizational arrangement, as appropriate, which will serve as a platform for discussing human rights issues; integrating human rights into the CCA/UNDAF and CAP; identifying opportunities for cooperating in programming; and monitoring progress on implementing the activities undertaken.

(c) Under the auspices of the UNDG Programme Group, and in consultation with the UNDG Working Group on Training and Learning, the learning activities on CCA/UNDAF will be revised to integrate human rights, and then be made available to UN country teams in the context of the CCA/UNDAF roll-out plan and at their request, as identified above. The UN Staff College and OHCHR will take the lead in the implementation of this activity, in cooperation with other agencies and UN bodies, taking into account the work already done and the findings of the inter-agency workshops under the auspices of the UNDG Programme Group. This will include finalizing the inter-agency module on integrating human rights into the CCA/UNDAF.

(d) The CAP training and guidelines, which have fully integrated human rights, can serve as a starting point for further development of tools in humanitarian areas.

(e) UN agencies are encouraged to share information on and develop cooperative arrangements concerning their programmes and activities, particularly relating to the following areas: (i) developing human rights culture through human rights education; (ii) strengthening the rule of law; (iii) enhancing the protection of the rights of vulnerable and marginalized groups; (iv) monitoring and reporting on adherence by all parties to international human rights and humanitarian law. The focus of such programmes, however, would depend on the specific needs and requirements of each country situation.

(f) A system of accountability among UN country team members will be established regarding the integration of human rights into CCA/UNDAF and country programming.

(g) UN country teams will pay due attention to the implementation of this Plan of Action when preparing their annual work plans and will report thereon through the annual report of the RC/HC.

VI. Strengthening UN support to country teams

23. UNDG, ECHA and OHCHR share the responsibility for the implementation of this Plan. The contribution of each of these entities to the implementation of the Plan is described below.

A. UNDG contribution

24. The United Nations Development Group (UNDG) was created by the Secretary-General under the 1997 Reform Programme to carry out better the UN mission of development. The purpose of the Development Group Executive Committee (UNDG/ExCom), as explained in the Secretary-General's first Reform Programme, is to "further sharpen the contributions that each entity is called upon to make to the overall objectives of the Organization, while helping each entity to avoid duplication and build on the work and capacities of others; serve as a policy development and management instrument geared to contributing to, and effecting, policy, administrative and operational decisions in each entity, while at the same time strengthening decision-making processes in the Organization as a whole ... and promote a more unified United Nations presence at the country level through, inter alia, providing a forum for concerted directives to Resident Coordinators and field representatives in order to ensure more integrated and consistent substantive support from headquarters for their work".

25. The UNDG/ExCom's membership consists of UNDP (Convenor), UNICEF, WFP and UNFPA. Twenty-one other agencies are full UNDG members (UNIFEM, UNOPS, UNAIDS, UN-HABITAT, ODC, WHO, DESA, OHCHR, IFAD, UNCTAD, UNESCO, FAO, UNIDO, ILO, DPI, OHRLS, SRSG for Children in Armed Conflict, UNEP, UNHCR and the Office of the USG/Special Adviser on Africa), plus five observers. These entities have been consulted in the preparation of this Plan and will be committed to its full implementation upon its approval.

26. The specific role and tasks of UNDG in the implementation of the Plan will include:

(a) Developing the inter-agency policy framework for the implementation of the Plan, including:

- Further conceptualizing and operationalizing the integration of human rights in development consistent with each agency's mandate, as well as ongoing support to the inter-agency work towards human rights mainstreaming, including follow-up to the previous efforts of the UNDG Programme Group (i.e. Princeton/Stamford workshops);

- Clarifying and strengthening linkages at the conceptual, legal and policy levels between human rights and MDGs;
 - Further clarifying linkages at the conceptual, legal and policy levels between human rights and poverty reduction policies, and in particular PRSPs;
 - Further clarifying the human rights input to post-conflict reconstruction and the role of different actors in this regard, with a view to reinforcing the national promotion and protection system;
- (b) Taking a lead role in ensuring the integration of human rights in CCA/UNDAF, including the revision of CCA/UNDAFs, updating of training modules, strengthening the regional support system, and revising relevant CCA indicators and the CCA/UNDAF Guidelines, taking into account this Plan of Action;
- (c) Developing a guidance note on the United Nations System and Human Rights for the Resident Coordinator System;
- (d) Monitoring achievement of the Plan through the Resident Coordinators' annual reports.

27. The UNDG will ensure implementation of its specific responsibilities under this Plan and monitor progress within UN country teams, preferably through existing working arrangements or specific arrangements, as appropriate. Matters requiring policy decisions arising out of the UNDG contribution to the Plan of Action should be referred to the UNDG programme group.

B. ECHA contribution

28. The member entities of the Executive Committee on Humanitarian Affairs (ECHA) – OCHA, UNDP, UNICEF, UNHCR, WFP, OHCHR, DPKO, DPA, UNRWA, WHO, FAO, DPI, the Office of the Special Representative of the Secretary-General for Children in Armed Conflict and the Office of the Special Adviser on Africa – have been included in the consultations out of which this Plan has been developed. These entities, upon approval of the Plan, will be committed to its full implementation and to ensuring consistency with UN humanitarian action and broader UN peace and development activities.

29. Matters requiring policy decisions arising out of the Plan of Action or its implementation should be referred with sufficient analysis and recommendations through the joint IASC/ECHA secretariat to the Chair of ECHA, the Under-Secretary-General for Humanitarian Affairs, including developing the inter-agency policy framework on:

- Further developing a common understanding of the linkages, at the conceptual, legal and policy levels, between human rights and humanitarian action within the mechanisms of IASC and ECHA;

- Providing guidance on human rights promotion activities directed at the strengthening of national capacities which can be initiated in the context of a humanitarian crisis in order to create a foundation to build on during the transition and development phases;
- Advising the Resident/Humanitarian Coordinator and UN humanitarian agencies on policies and programming strategies in terms of the integration of human rights into humanitarian action;
- Actively following up the work of the joint ECHA/UNDG working group on transition to take account of the special needs during periods of transition (e.g. property rights restitution, justice and reconciliation, and reform/recovery of institutions).

30. Through OCHA and its member agencies/departments, ECHA will provide guidance for the humanitarian planning and coordination in the field. Activities undertaken in implementing this Plan at the country level would typically include UN agencies and members of ECHA, but also IASC.

C. OHCHR contribution

1. OHCHR operational support to UN country teams

31. To strengthen its operational support to the United Nations agencies and programmes operating at the country level, OHCHR human rights advisers in the field will be members of the UN country team. In the first phase, human rights advisers from among the staff located in OHCHR field presences will advise the UN country teams on human rights matters and support the integration of human rights in UN analyses and programmes. Where the UN country teams decide to establish a thematic group on human rights or other similar arrangements, OHCHR human rights advisers will also facilitate the establishment of and discussion in these groups, as appropriate. OHCHR will develop detailed working modalities for the advisers, including reporting lines, in consultation with relevant partners.

32. In addition, and resources permitting, OHCHR may place additional human rights advisers in other countries, under two scenarios: (a) where the Office determines the deployment is warranted; (b) where there is a request from the country team for the deployment, matched by the priorities of the Office.

33. OHCHR will pay particular attention to support and advice on how to integrate human rights during the preparation of the CCA/UNDAF. OHCHR will: (a) work through UNDG to contribute to the revision of the CCA/UNDAF Guidelines, enhancing their usefulness for the implementation of this Plan; (b) progressively deliver *Country Human Rights Status Notes* to UN country teams preparing these analyses and programmes; (c) progressively contribute to the three-tier quality support assurance

(QSA) systems at all levels, in particular with the regional inter-agency support and review teams.

34. Similarly, in the context of CAP/CHAP processes, OHCHR will: (a) progressively participate in the inter-agency Consolidated Appeal Process with its own programming input or through review of CAP, as appropriate; (b) where OHCHR advisers are present, provide support to country teams in integrating human rights into the drafting and implementation of the CAP document; (c) continue to take an active part in the work of the IASC Reference Group on Humanitarian Action and Human Rights.

35. OHCHR assistance to national capacity-building will increasingly be provided through cooperative programming arrangements with other UN agencies, as appropriate.

36. OHCHR will seek to deepen understanding and disseminate information on national human rights protection systems. In this context, the High Commissioner has requested information from all States on their national human rights protection systems, which will be analysed by human rights experts and published triennially to raise awareness of their importance and to give publicity to national best practices.

2. *Linking UN human rights machinery with country work*

37. OHCHR will undertake to support UN country teams by:

- Identifying ways to develop mutual knowledge of mandates and activities of country teams, on the one hand, and special procedures and treaty monitoring bodies, on the other;
- Creating opportunities for dialogue between the bodies monitoring each of the core human rights treaties and agency policy-makers, UN country teams and national planners, including, to the extent possible, facilitating attendance by representatives of UN country teams at relevant treaty-body meetings and encouraging follow-up by UN country teams on treaty-body recommendations;
- Providing UN country teams and other relevant field staff with *Country Human Rights Status Notes* indicating: (a) the status of each country with respect to treaty ratifications (including reservations), reporting to treaty monitoring bodies, concluding observations by the treaty bodies on country reports, and the response from the Government concerned; (b) recommendations made by special rapporteurs and independent experts;
- Using the opportunity of missions by special procedures of the Commission on Human Rights to strengthen national attention to and action on human rights issues by, inter alia:
 - involving UN country teams in planning and preparation of missions as early as possible;

- encouraging special procedures to liaise and dialogue during their mission with UN country teams and Resident/Humanitarian Coordinators and to provide a debriefing to the UN country teams at the end of the mission;
- encouraging UN country teams to provide information to special procedures on changes taking place in the country as a follow-up to their recommendations.

3. *Sharing knowledge on human rights – developing services, tools, products and methods*

38. To reinforce the knowledge of UN staff regarding the importance of human rights, OHCHR will put at the disposal of UN country teams training and other methodological tools and educational and training services developed in cooperation with relevant UN agencies and programmes. This programme is currently being revised with a view to making these tools more operational, user-friendly and, where required, tailored more specifically to a given audience.

39. Within the framework of the cooperative effort with partner organizations, OHCHR will:

(a) Cooperate with UNDG on training and learning activities as described in paragraph 21 (c) above;

(b) Provide knowledge and tools for UN country teams on human rights and humanitarian laws and standards, including a standard training package for humanitarian workers and standard materials on human rights and humanitarian emergencies;

(c) Within the framework of the cooperative agreement with UNAIDS, strengthen the focus of HIV/AIDS-related human rights issues in the work of national human rights institutions and special rapporteurs and independent experts; develop practical tools and materials for UN country teams, such as case studies and best practices, to operationalize the integration of human rights into HIV/AIDS policies and programmes at the country level; and provide regular briefings to the treaty bodies on HIV/AIDS;

(d) Within the framework of the joint UN Housing Rights Programme with UN-HABITAT, develop a practitioners' guide to housing rights and a database on good practices for the promotion and protection of human rights, as well as organize regular briefings to treaty bodies and cooperate with UN country teams in support of the mandate of the special rapporteurs.

40. OHCHR will also intensify outreach to its national and international partners by:

(a) Placing existing reference materials and information on practical experiences on its own and partners' web sites, in particular the DevLink and ReliefWeb;

(b) Developing guidelines and/or Q&A publications on human rights and related themes, as well as further disseminating existing guidelines such as those on HIV/AIDS, IDPs, trafficking and poverty reduction;

(c) Developing reference materials on treaties, general comments by treaty monitoring bodies, and exemplary national jurisprudence relating to human rights;

(d) Supporting the development of implementing instruments, such as the draft voluntary guidelines to support the progressive realization of the right to food in the context of national food security, being negotiated under the auspices of FAO.

VII. Monitoring progress, adjusting as we learn

41. UN action to strengthen human rights promotion and protection systems is a work in progress. It is vital to ensure that we monitor progress in our action and make necessary improvements as we learn. To that end, it is proposed that:

(a) UN agencies members of UNDG and ECHA compile existing policies and practices on human rights and human rights-based approaches;

(b) OHCHR, in cooperation with UNDG and ECHA, collect, assess and systematically disseminate lessons learned and good practices in integrating human rights into development and humanitarian programmes, through DevLink and ReliefWeb;

(c) For the purpose of measuring performance, a matrix of outcomes be developed, identifying key benchmarks and milestones such as treaty ratifications, integration of human rights in CCA/UNDAF and CAP/CHAP, etc.

42. UN country teams will report on progress in the implementation of this Plan of Action through the annual report of the Resident/ Humanitarian Coordinator.

43. An annual meeting will take place between OHCHR, UNDG and ECHA to monitor progress in the implementation of this Plan. Additional meetings could be held at the request of any of these entities.

44. Overall assessment of the implementation of the Plan of Action will take place through an external evaluation in 2006 under the auspices of OHCHR, UNDG and ECHA. The results will be presented to the Secretary-General, including recommendations for the future.

VIII. Costs and resources

45. This Plan of Action builds on existing initiatives, organizational capacities and structures. The rationale of the Plan is to maximize the utilization of existing resources through creating synergies and avoiding duplications.

46. However, some elements of the Plan require additional resources, particularly for the strengthened support of UN country teams and for the deployment of additional human rights advisers to the field. The cost for deployment of human rights advisers will in principle be borne by OHCHR in the case where OHCHR decides to deploy and by the UN country teams or through cost sharing in the case where the request is issued by a UN country team. OHCHR will also seek resources to develop its regional capacity to support the CCA/UNDAF.

47. UN country teams should be given access to resources for capacity development, including funding for assessing human rights-related capacities, training, national and international expertise, and other measures deemed essential. For this purpose, resources will be made available through the Resident Coordinator funds (SRC) to support the UN country teams with learning, technical advice, tools and facilitation workshops for the integration of human rights into CCA/UNDAF and CAP/CHAP processes.

48. Modalities for funding cooperative arrangements and advocacy activities developed to support Member States in strengthening national human rights promotion and protection systems will be determined at the country level on a case-by-case basis, with favourable consideration being given to the pooling of resources or parallel financing. If required, fund-raising for these programmes will be done at the national level. Seed funds will be made available through the Resident Coordinator funds to develop these programmes.

49. The activities under this Plan of Action will be funded through extrabudgetary resources and it is not envisaged that this will have financial implications for the regular budget of the United Nations. UNDP, as Chair of UNDG and as manager of SRC funds, and OHCHR will raise funds for the implementation of the Plan. Reference to the Plan will be included in OHCHR's annual appeal.

IX. Next steps

50. A detailed matrix of outcomes and activities identifying key benchmarks and outcomes as well as a budget and a time frame will be developed and submitted to donors for funding. OHCHR will facilitate this process. Target date: October 2003. Among others, this matrix will include the following activities:

- OHCHR to facilitate a review of 19 CCAs and UNDAFs in 2003 (see annex), in order to identify good practices and lessons learned relevant to the Plan of Action. The results of this review will enrich the CCA and UNDAF Guidelines revision and help the 2004 UNDAF roll-out country teams. Target date: December 2003.

- Revision of the CCA and UNDAF Guidelines in accordance with the content of the Plan of Action. Target date: 2004.
- Support to UNDAF roll-out countries: 16 UN country teams will prepare their CCA and UNDAF in 2004, 48 in 2005 and 11 in 2006. These country teams are a UNDG priority and their CCA and UNDAF processes and products are a critical opportunity to ensure that the overall objectives of the Plan of Action are achieved.
- Establishment of human rights thematic groups or other appropriate mechanisms by UN country teams to deal with the activities under the Plan of Action. Target date: no later than mid-2004.
- UNDG will issue a guidance note to country teams for the implementation of the Plan of Action. Target date: December 2003.

Annex. List of UNDAF roll-out countries

2003: 19 countries				
Africa	Arab States	Asia & Pacific	Europe & CIS	LAC
Angola		Iran (Islamic Republic of)	Armenia	Guatemala
Burundi		Philippines	Azerbaijan	
Congo, Dem. Rep.			Bosnia and Herzegovina	
Madagascar			Kazakhstan	
Zimbabwe			Kyrgyzstan	
			Romania	
			Serbia and Montenegro	
			Tajikistan	
			The former Yugoslav Republic of Macedonia	
			Turkmenistan	
			Uzbekistan	
2004 : 16 countries				
Africa	Arab States	Asia & Pacific	Europe & CIS	LAC
Burkina Faso		Bangladesh	Georgia	Guyana
Chad		Cambodia	Turkey	Peru
Ghana		China		
Namibia		Indonesia		
Rwanda		Viet Nam		
Swaziland				
Uganda				
2005 : 48 countries				
Africa	Arab States	Asia & Pacific	Europe & CIS	LAC
Cape Verde	Algeria	Bhutan	Moldova	Brazil
Comoros	Egypt	Fiji		Colombia
Equatorial Guinea	Lebanon	Lao People's Democratic Republic		Costa Rica
Eritrea	Morocco	Mongolia		Cuba
Ethiopia	Sudan	Nepal		Dominican Republic
Gabon	Syria	Sri Lanka		El Salvador
Gambia	Tunisia	Thailand		Haiti
Guinea	Yemen			Honduras
Lesotho				Jamaica
Malawi				Mexico
Mozambique				Nicaragua
Nigeria				Panama
Sao Tome and Principe				Paraguay
Senegal				Venezuela
South Africa				

Togo				
United Republic of Tanzania				
Zambia				
2006: 11 countries				
Africa	Arab States	Asia & Pacific	Europe & CIS	LAC
Botswana	Djibouti	India		Bolivia
Cameroon	Jordan	Maldives		
Côte d'Ivoire		Papua New Guinea		
Mali				
Mauritania				